

Position Description



Position Title: Chief Executive Officer (CEO)

Centre: Office of the CEO

Reports To: Board Chair

Values and Behaviours

As a values-based organisation we demonstrate our values through our behaviours. We have identified and adopted a set of trademark behaviours which provides a framework for us to model, reward and challenge behaviour across our organisation. These behaviours guide everything we do:

- ▶ Take responsibility
- ▶ Always positive
- ▶ Show respect
- ▶ Step up and take a risk

Underpinning our trademark behaviours is The Gordon Code of Conduct. This is a public statement defining how we behave and interact with clients and colleagues.

Organisational Environment – The Role of the Institute

The Gordon Institute of TAFE has a long and distinguished history of providing vocational education and training programs. Established in 1887 as an embryonic technical training college, it has, during the course of its history, functioned as a Technical College and an Institute of Technology, out of which were created two technical schools and Deakin University.

With the creation of Deakin University in 1978, The Gordon Institute of TAFE reverted to its former name Gordon Technical College and underwent rapid growth as a College of Technical and Further Education and has now adopted the title Gordon Institute of TAFE to distinguish the organisation from secondary colleges.

The Gordon is now part of the network of 12 TAFE Institutes providing a range of vocational education and training services to all Victorians.

The main focus for The Gordon is the greater Geelong area, impacting broadly on the Barwon South Western region, and acting as a resource for other smaller providers. In recent times, the Institute has been seeking to respond to services intrastate, interstate and overseas.

In accordance with Victorian and Federal Government policies, priorities and strategies, The Gordon will continue to provide a wide variety of vocational education and training programs. It will also continue to play a key role in redressing social, economic and educational disadvantage by catering for the ongoing training and retraining needs of the community at large.

TAFE institutes are required to become more entrepreneurial and The Gordon is continually developing more flexible and responsive fee-for-service training programs to meet the needs of industry, commerce and Government which are largely conducted through its FFS operations within each Centre.

The Role of the CEO

The CEO reports to and is responsible to the Institute Board and is the Chief Executive of the Institute.

The CEO is required to liaise closely with senior executives of the Higher Education and Skills Group (HESG) and as a senior manager within the State Training System, is required to satisfy and reconcile Government, industry and community training standards.

A key focus is on maximising business benefits for the organisation and its stakeholders and ensuring effective consultation and collaboration.

Position Dimensions

Reporting to: The Board

CEO responsible for		
Budget	Government contributions	\$55.9 Million
	Sale of goods and services	\$13.5m
	Other Income:	\$1.9m
Staff	Number of staff	EFT 529.4 (head count 964)
Student Contact Hours	3.3 Million	
Courses/Programs	200 nationally accredited qualifications, 80 other accredited training products, a range of VCE and VCAL programs, and almost 100 accredited and non-accredited specialist short courses.	
Campuses	Two main campuses: City and East	
	Program Delivery: Colac and Wyndham	
	Workplace training	
	International offshore operations	

Key Challenges

1. Promote a culture that enables the Institute to continue its positive progression from a traditional educational enterprise to a Vocational Education and Training business, operating on sound business practices.
2. Align the Institute's program profile and workforce profile to match that of regional industry and community needs.
3. Develop and expand the Institute's fee-for-service business activities to local, interstate and international clients.

4. Manage the human resources of the Institute to foster a general commitment to the Institute, its aims and objectives, and the development of flexible terms and conditions through enterprise bargaining that facilitates a client centred approach to all activities and growth in Institute business.
5. Development of leaders, managers and staff who themselves understand and are energised by the new operating environment and can motivate and leverage the skills of staff.
6. The ability to effectively compete will depend on the Institute's capacity to adopt and adjust to information technologies that enable the development and maintenance of outstanding courses for remote as well as campus based delivery.
7. Continuing relationship with Deakin University to improve opportunities for articulation of TAFE programs into higher education courses and to fulfil the community expectations of the Geelong region for being a Centre of Excellence for education and training.

Specific Accountabilities

Policy and Planning

Strategic Plan

- ▶ Review and update the Strategic Plan as appropriate.

Program Management

- ▶ Ensure the range of programs offered by the Institute continues to be aligned with the achievement of the priorities outlined in the Strategic Plan 2018 – 2021 and supports both community and business needs. Using the recommendations from the Strategic Course Review to establish a program priority list for the Institute.

Financial Plan

- ▶ Direct the budget processes within an annual schedule that ensures adequate consultation and preparation takes place prior to negotiations with the Higher Education and Skills Group concerning funding allocations.
- ▶ Ensure that submissions accurately reflect the Institute's needs and that all avenues of funding and services are explored in the acquisition of resources.
- ▶ Oversee the preparation of the Annual Report for both internal and external auditing purposes.

Facilities Plan

- ▶ Review major works and minor works plans annually.
- ▶ Maintain an overview of the Institute's Master Facilities Plan and Asset Management Strategy.

Business Plan

- ▶ Lead the development of the Institute Business Strategy and appropriate Annual Operating Plans within the Institute, together with development of an Institute Marketing Plan.

Operational Governance

- ▶ Oversee the operation of the Institute's teams, such as the Board of Studies, Capital Expenditure, Budget Review, ICT Governance, and Risk Management to:
 - Ensure the quality of vocational education and training programs and services;

- Encourage the development of innovative, flexible delivery systems; and
- Promote access and delivery systems that are responsive to client requirements and demands.
- ▶ Establish effective organisational structures, ensuring that effective decision-making processes, working relationships and communications exist.
- ▶ Implement effective delegation for financial, human resource, program and external relationship accountabilities to enable the efficient operation of the Institute.
- ▶ Ensure the Institute operates in line with Government and Institute policies and objectives.
- ▶ Promote a commitment to the attainment and maintenance of a robust quality assurance culture within the Institute to meet the requirement of the VET Quality Framework.
- ▶ Provide the Board with updates on Institute performance against financial budgets ensuring there is adequate control and governance in place.
- ▶ Ensure that the Institute is appropriately marketing its programs and services to industry and the community, locally, throughout Australia and overseas.
- ▶ Ensure the Institute has appropriate systems and processes in place to comply with the requirements established in the Ministerial Direction of Fees and Charges and Institute Board policies.
- ▶ Oversee the establishment and administration of a student loan fund and the fee payment schedules.
- ▶ Responsible for ensuring that examinations and awards within the Institute operate within the appropriate regulation framework and comply with all audit requirements.

People and Culture

- ▶ Ensure workforce planning processes are in place to forecast and meet the future staffing needs of the Institute.
- ▶ Review reports relating to the outcomes of recruitment, planned professional development and industrial release programs and initiate appropriate action.
- ▶ Support the continuing professional development of staff and managers within the Institute to facilitate a high performing workforce.
- ▶ Demonstrate leadership that supports and maintains a values-based Institute.
- ▶ Encourage staff to maintain a national and international perspective on current education and training developments and issues.
- ▶ Fulfil the employer's role and responsibilities for all staff on behalf of the Board, including responsibility for the application of Industrial Awards, and negotiation and implementation of Enterprise Bargaining Agreements and contracts of employment.

Professional Relationships

- ▶ Develop and maintain a close working relationship with the Board, involving members in activities of the Institute and facilitating the operation of the Board Committees to enhance the management of the Institute.
- ▶ Lead liaison, negotiation and consultation with State and Federal Governments, international clients, community groups, other sectors of Education, other TAFE institutes, industry and local clients to promote the Institute.

Position Description



- ▶ Develop and maintain close links with the Higher Education and Skills Group and other Government agencies such as regional State and Commonwealth Department offices to obtain the resources required for the operation of the Institute, to influence policy and to advise and receive advice on operational and policy matters.
- ▶ Foster and sustain effective relationships with the education sector, industry, businesses and the wider community to identify, develop and facilitate new business opportunities.
- ▶ Ensure the Institute maintains a strong liaison with students and their activities.
- ▶ Ensure consultation and communication processes are effectively applied throughout the Institute and decision making involves these processes, thus promoting a positive environment for working and learning.
- ▶ Develop an environment that will encourage active staff participation.
- ▶ Promote regular consultation with staff and employee associations.
- ▶ Liaise with the Institute's continuous improvement auditors and auditors representing the Auditor-General to ensure the financial and administrative operations of the Institute meet statutory requirements.

Compliance

- ▶ Manage the operations of the Institute to achieve the services and targets specified in the VET Funding Contract and by the Board.
- ▶ Arrange for the Institute to be represented, as appropriate, at functions, on committees and meetings, both internal and external to the Institute.
- ▶ Monitor and review the operation and performance of all aspects of the Institute to ensure consistency and compliance with the VET Funding Contract, and statutory requirements, including Industrial Awards and equal employment opportunity requirements, Government policies and procedures, Institute mission, objectives, initiatives and commercial contracts and agreements.
- ▶ Monitor reports on facilities, equipment and corporate services.
- ▶ Ensure all contracts entered into by the Institute are lawful and that obligations are honoured by the Institute and by the contractor, as appropriate.

Person Specification

Qualifications and Experience

1. Extensive and broad experience at senior management level, preferably in an educational institution, along with qualifications relevant to such a position.

Knowledge and Ability

2. Current management theories and practices, particularly as they relate to organisational change processes; including the principles of leadership, clarity, accountability, decision making processes and boundary management.
3. State and Federal Government legislation, policies and initiatives as they relate to education and training, employment and industrial relations in a TAFE environment, including the philosophy of TAFE and its methods of operation.
4. Sound budgeting and financial systems and procedures.

Position Description



5. An understanding of Equal Opportunity Legislation and Occupational Health and Safety Legislation and the possible impact of such legislation as it relates to this position.
6. Capacity to employ highly developed and effective interpersonal relationships, communication and negotiation skills.
7. A flexible and positive attitude to change, particularly that taking place in TAFE, education and training, and industry in Victoria.

Major Objectives and Responsibilities

1. Provide leadership through the formulation and implementation of strategies to:
 - ▶ Ensure the provision of cost effective, high quality customer oriented education and training programs and services consistent with Government and Institute policies and objectives;
 - ▶ Foster the growth of industry based fee-for-service training and development; and
 - ▶ Develop and implement financial and human resources systems in accordance with statutory requirements (Education and Training Reform Act 2006, Financial Management Act, Public Authorities (EO) Act and State and Federal employment legislation) and ensure staff, finances and facilities are managed to their optimum use.
2. Be accountable for the overall daily management and educational and administrative leadership of the Institute.
3. Provide authoritative advice to the Board and Government on the establishment of policies, plans and objectives appropriate to meet the current and future needs of The Gordon and the community it services.
4. Maintain lines to ensure an ongoing understanding and awareness of state, interstate and international training and further education projects, representing and marketing the Institute and its services, and monitoring and identifying opportunities for delivery to international, interstate and local clients.
5. Provide an interface between the Institute and local employer, employee, educational and service organisations and the local and wider media.
6. Develop and maintain a sound relationship with Government and Departmental representatives, industry clients, community leaders and community groups to maintain an awareness of trends in community needs, program needs and requirements and to gain support and resources required to conduct Institute programs.
7. A demonstrated commitment to The Gordon's values and behaviours.
8. Actively participate in an annual performance planning and review process.
9. Comply with all Gordon policies and procedures, and legislative requirements, including: Staff Code of Conduct; Customer Service standards; Quality Management; Equal Opportunity; Occupational Health & Safety; Victorian Information Privacy Act; and contribute to the identification, reporting and control of risks within areas of responsibility and across The Gordon.

Key Selection Criteria

1. Experience in leading an organisation and navigating complex accountability relationships, comply with relevant legislation, and act in accordance with the public sector values.
2. Ability to take responsibility for planning, organisational design, the organisation's workforce, organisational culture, reputation management, relationship management, organisational impact, financial and asset management, compliance management, risk management and provision of authoritative advice.
3. Experience in working collaboratively to share ideas and information with other policy sector leaders, engender commitment, delegate important tasks, and help others develop.
4. Demonstrated capacity to manage and provide direction and dynamic leadership at a senior level in a complex and rapidly changing environment, generating commitment and motivation amongst staff to quality and in achieving the Institute objectives and initiatives.
5. Demonstrated ability in financial management and control within a competitive market environment, to ensure profitable operation of the Institute and the effective and efficient utilisation of facilities and resources.
6. Proven capacity to develop and implement a business strategy for the Institute including marketing the Institute as a provider of specialist training services to international and local clients and marketing the Institute as a local provider of vocational training and education, and adult, community and further education programs.
7. Proven achievement at a senior executive level in a medium to large public or private enterprise, including a record of positively managing change and introducing quality business based processes.
8. A commitment to the development of vocational education and training and further education and a comprehensive understanding of current issues in education and training, including flexible delivery principles, Government policies, industry and community needs and global trends.
9. Demonstrated ability in development and implementation of a strategic plan including the capacity to develop and promote a vision for the Institute's future within an increasingly competitive commercial environment.
10. An understanding of current Government policies and commitment to Equal Opportunity, Equal Employment Opportunity, Occupational Health and Safety policies and strategies.
11. Ability to demonstrate The Gordon's values and behaviour